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2 June 1952

MEMORANDUM FOR THE DEPUTY DIRECTOR/INTELLIGENCE

SUBJECT: Procedure for Reducing Intelligence Deficiencies in  
National Intelligence Estimates

1. We have reconsidered our proposed procedure for reducing intelligence deficiencies in NIE's, including the conduct of post-mortems, in the light of the decision of the Director not to refer the findings of the IAC representatives to the IAC as a body for possible formal action.

2. The attached draft reflects the changes required by that decision. This draft has been concurred in by Mr. Reber, with the possible exception of the wording of paragraph 7, which now reads, "By receipt of a copy of the Statement (of findings and recommendations), the Assistant Director for Intelligence Coordination will be designated as the DCI's action officer."

3. There might be some virtue in discussing this draft with the IAD's, because the detailed mechanics of action to be taken by CIA and/or other agencies subsequent to the completion of a Statement of Findings is not set forth. However, it is our view that the procedure specified is as far as O/NE can take it. Detailed procedures for processing the Statement can be set down after trial runs have been made on several cases.

4. RECOMMENDATION: That you approve the attached procedure and authorize O/NE to transmit copies to the IAC agencies for their information.

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DAD/A/NE

cc: AD/IC

APPROVED:

Deputy Director/Intelligence

O/NE:PAB:fd

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PROCEDURE FOR REDUCING INTELLIGENCE DEFICIENCIES  
IN NATIONAL INTELLIGENCE ESTIMATES

1. When terms of reference are circulated, agencies will be requested to ascertain at once items in their fields regarding which there is inadequate intelligence. Each agency will refer such items to appropriate collection agencies with a request that needed intelligence be secured, when practicable, in time for use in the estimate.
2. During the preparation of the integrated draft, inadequacies that are discovered in contributions will be referred to the contributing agencies for elaboration. This may be done in writing or through informal conference. Sometimes the elaboration will be a matter of research. At other times collection may be necessary.
3. During the time when the draft estimate is before IAC representatives, if the inadequacy of available intelligence is ascertained, the requirement may be discussed either within the meeting or informally outside it. If a subsequent draft is circulated, this draft will note the requirement with a statement that the appropriate agency either has been or is thereby requested to clarify or amplify the point.

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4. After an estimate is finished, each agency will collect comments from appropriate sources and refer them to the Assistant Director for National Estimates. On the basis of these comments, supplemented by its own views, the Office of National Estimates will:

- a. Prepare a "Consolidated Critique" containing the comments received from agencies and also O/NE views, with a summary indicating weaknesses in the conclusions or supporting evidence that are suggested either by the comments or by O/NE itself. Such a "Consolidated Critique" will be circulated to the agencies for information.
- b. In addition, on its own initiative or at the request of any of the participating IAC agencies, draft a proposed "Statement of Intelligence Deficiencies." This will include intelligence deficiencies pointed out in comments received from agencies and also those believed by O/NE to exist.

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5. Following circulation of a draft Statement, (under 4 b), O/NE will convene a meeting to be attended by representatives of the agencies, and of the Assistant Director for Intelligence Coordination, CIA. The purpose of this meeting will be (1) to determine whether existing intelligence is inadequate and in what respects; (2) to determine whether corrective action is needed in the collection or research fields.

6. After this meeting a Statement of findings will be forwarded to the Director of Central Intelligence. This Statement may be accompanied by recommendations for action, if appropriate, or by a statement that no specific action is recommended and that each agency will take continuing action within the field of its responsibilities. Upon receipt of this Statement the Director of Central Intelligence will forward it to the members of the IAC for information or action, as appropriate.

7. By receipt of a copy of the Statement, the Assistant Director for Intelligence Coordination will be designated as the DCI's action officer.